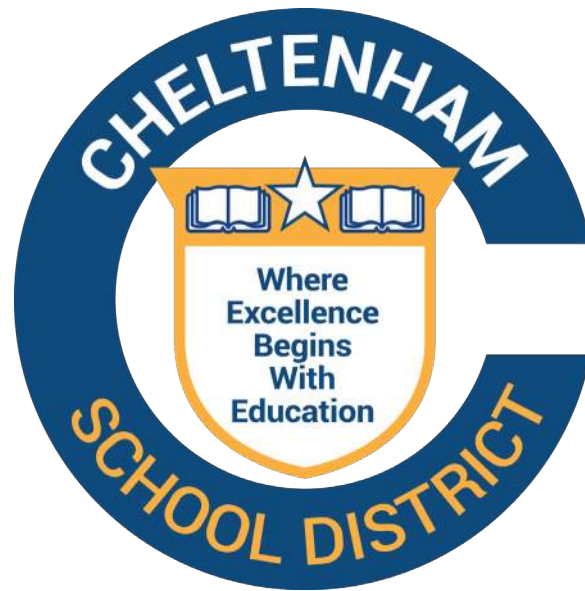


LONG-RANGE FACILITIES PLANNING STUDY

JULY 2, 2024



INTRODUCTION PAGE 1

DISTRICT ROADMAP ITEM 1: ELKINS PARK SCHOOL PAGE 2

DISTRICT ROADMAP ITEM 2: CHELTENHAM HIGH SCHOOL PAGE 6

DISTRICT ROADMAP ITEM 3: DISTRICT ADMINISTRATION BUILDING.....PAGE 8

DISTRICT ROADMAP ITEM 4: HIGH SCHOOL STADIUM.....PAGE 11

RECOMMENDATIONS.....PAGE 12

Introduction

The team of KCBA Architects and Snyder Hoffman Associates would like to thank the board, administration, faculty, and community of the Cheltenham School District for the opportunity to undertake this facilities planning study. We are proud of the results of our collective efforts and hope this report will be a helpful tool in implementing an optimal long-range strategy for your facilities.

Goals and Intent

The Cheltenham School District has engaged a significant district-wide facilities upgrade program over the last 15 years that has encompassed major initiatives including the construction of three new elementary schools (Cheltenham Elementary, Glenside Elementary, and Wyncote Elementary), the renovation of Myers Elementary School, and the reconstruction of Cedarbrook Middle School.

According to several recent district-wide facilities studies, including one completed by KCBA in 2016, several facilities that have not been addressed in the upgrade program have been identified as having critical challenges. This includes Elkins Park School, Cheltenham High School, the stadium complex at Cheltenham High School, and the district administration building.

The primary objective of this long-range planning effort was to revisit the condition of the district’s facilities, review their success in supporting the district’s programs and operations, and explore a range of scenarios to achieve an educationally optimal and equitable experience for all students and district stakeholders.

Process

Work began in the spring of 2023 with a kick-off and goal-setting meeting between the study team and Cheltenham School District. Over the next several months, a team of architects and engineers visited all school district buildings to review existing conditions and observe operations and met with all school principals to collect information about spatial utilization, student capacity, and day-to-day operations. In late spring and summer 2023, the study team developed scenarios of varying nature, scope, and budget to address identified deficiencies. These were reviewed and vetted in collaboration with district administrators, ultimately coalescing to a series of recommendations. In the fall of 2023 and spring of 2024, conversations were ongoing as the district continued to evaluate the feasibility of enacting the recommendations.



Elkins Park School



Cheltenham High School

Summary of Findings

As detailed in this package and a series of presentations to the district, the study team confirmed the findings of previous studies that critical challenges exist at Elkins Park School, Cheltenham High School, the District Administration Building, and the high school stadium complex. These are generally related to both conditions/maintenance issues as well as limitations in supporting the district’s modern educational and operational programs. An independent enrollment projections study by the Montgomery County Planning Commission was also engaged by the district. This study projects some fluctuations at the K-5 level but generally flat district-wide enrollment over the next 10 years. This data was considered in the architectural team’s analysis of long-term building capacity.



Cheltenham High School Stadium



District Administration Building

Report Organization

This report is organized via a “District Roadmap” that independently explores each of the four identified critical facilities: Elkins Park School, Cheltenham High School, District Administration Building, and the high school stadium complex. In each section, a summary of current conditions is provided followed by a presentation of potential upgrade options. In several cases, options are interrelated, such as the concept to integrate a newly constructed or renovated District Administration Office as part of a project at Elkins Park School or Cheltenham High School.

After collaborating with the district to evaluate each aspect of the District Roadmap across four key metrics – educational outcome, operational outcome, disruption during construction, and cost – the study team identified a recommended course that is outlined in the final section of this package.

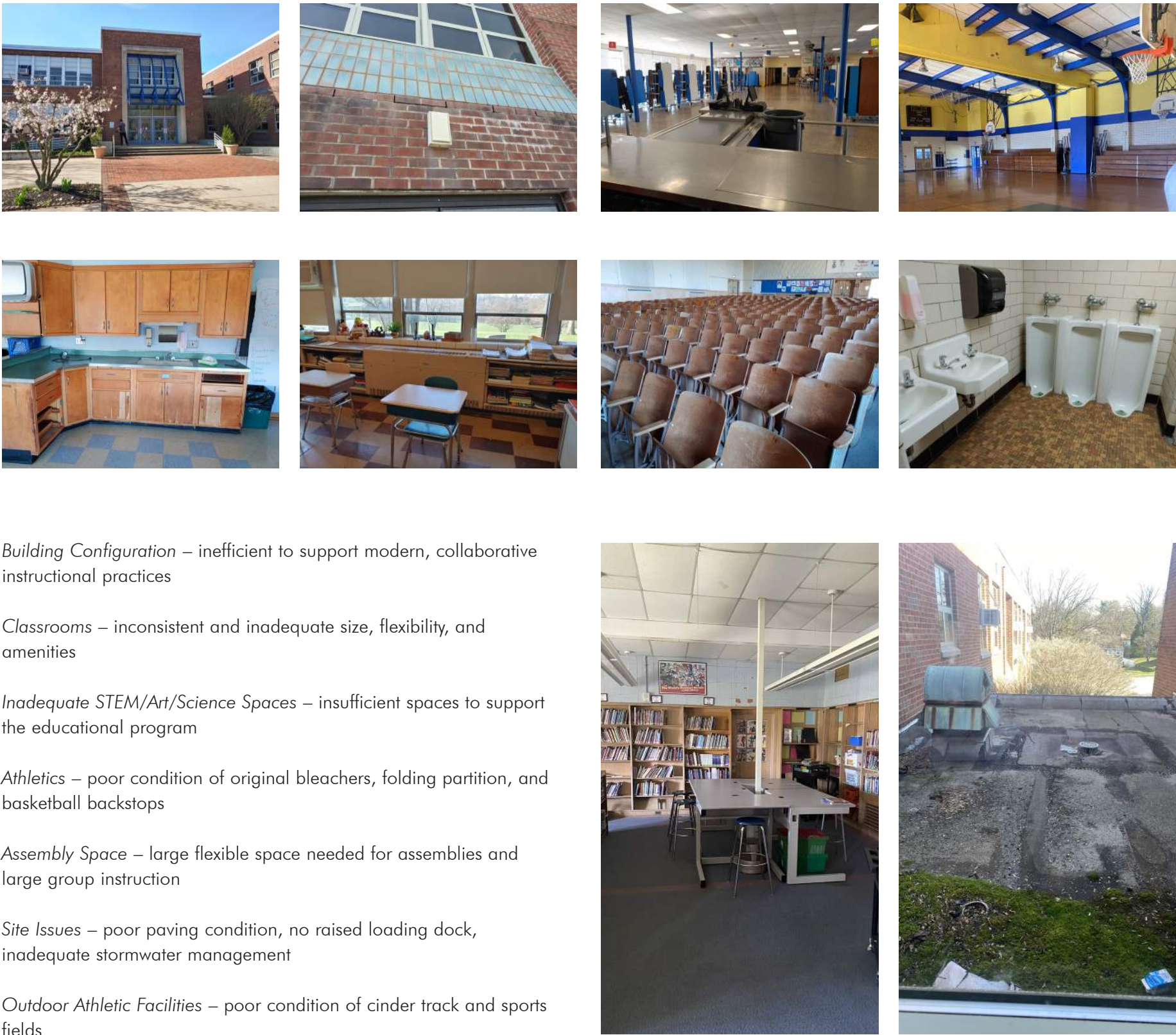
Elkins Park School has been identified as the district’s most critical facility need. Factors related to both general condition and operational configuration contribute to this determination. Maintenance needs are significant related to building envelope, energy efficiency, systems and infrastructure, and interior equipment. Operational items such as security provisions, ADA accessibility, and adequacy and equitability of classrooms and learning spaces also present considerable challenges.

Building Stats

Age:	Built in 1954; Expanded in 1991
Size:	124,397 SF (two stories)
Grades:	5 & 6

Highlights of Identified Issues

- Cracking Exterior Masonry – deteriorated condition allows water to penetrate the building interior
- Expired Roofing Systems – exceeded life expectancy and do not meet current energy requirements
- Original Windows – single-pane windows are in disrepair and very inefficient
- No Secure Entry Vestibule – does not meet modern security standards and no direct link to administration
- Code Compliance – widespread non-conforming conditions related to accessibility and life safety
- Antiquated Building Infrastructure and Systems – mechanical, electrical, and plumbing systems require major upgrade/replacement
- Poor Floor Condition – cracks evident in asbestos tile
- Cracked Interior Walls
- Poor and Outdated Condition of Interior Equipment – casework, gym/athletic equipment, auditorium seats, library furniture, etc.



- Building Configuration – inefficient to support modern, collaborative instructional practices
- Classrooms – inconsistent and inadequate size, flexibility, and amenities
- Inadequate STEM/Art/Science Spaces – insufficient spaces to support the educational program
- Athletics – poor condition of original bleachers, folding partition, and basketball backstops
- Assembly Space – large flexible space needed for assemblies and large group instruction
- Site Issues – poor paving condition, no raised loading dock, inadequate stormwater management
- Outdoor Athletic Facilities – poor condition of cinder track and sports fields

Baseline Analysis

Considering the substantial deficient conditions and operational needs at Elkins Park School, a modest repair/renovation initiative is not feasible to achieve a long-term adequate outcome. Hence, either a major renovation or construction of a replacement building is warranted. A conceptual planning-level cost estimate to achieve one of these approaches is:

Major Renovation	\$44,600,000 (total project cost)
New Replacement School	\$80,900,000 (total project cost)

Renovation Challenges

Despite the significant difference in cost as demonstrated above, in assessing renovation versus new construction options, it’s important to also consider the challenges of a renovation approach. These include:

- The disruption to daily school operations during a phased renovation project will be considerable (unless students are relocated during the project) due to factors such as changing circulation patterns, relocated instructional equipment, and noise and sound disturbances.
- Due to the constraints of the existing structure (and in order to retain a similar overall student capacity), many classrooms would have refreshed interiors but remain as undersized, inflexible learning platforms.
- Some baseline envelope and infrastructure items are infeasible to replace or modernize; while energy efficiency and operability will be improved, the outcome will not reflect the latest building standards.



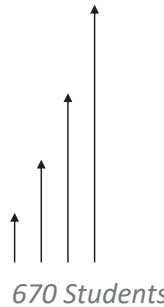
Aerial View of Elkins Park School Site

In light of the considerable costs associated with renovation or reconstruction at Elkins Park School, the planning team evaluated alternative district-wide alignment options to accommodate grades 5 and 6 if the building was closed. This exercise is demonstrated in the charts here.

The upper left documents the existing district-wide alignment of students. The top right shows the alignment if EP closed and grades 5 and 6 shifted to the elementary schools. The lower left shows if EP closed, grade 5 shifted to the elementary schools, and grade 6 shifted to Cedarbrook Middle School. The lower right shows the same as the lower left but with an addition at Cedarbrook that increases student capacity by 200.

CURRENT GRADE ALIGNMENT				
Grades		2022 –'23 Enrollment	Capacity	% full
K – 4	 Cheltenham Elem.	401	575	70%
	 Glenside Elem.	408	525	77%
	 Myers Elem.	299	450	66%
	 Wyncote Elem.	359	525	68%
5 – 6	 Elkins Park	670	900	74%
7 – 8	 Cedarbrook Middle	728	1,050	69%
9 – 12	 Cheltenham High	1,544	2,125	72%

MODEL: EP CLOSED; 5/6 TO ELEMENTARY SCHOOLS				
Grades		2022 –'23 Enrollment	Capacity	% full
K – 6	 Cheltenham Elem.	584	575	102%
	 Glenside Elem.	594	525	113%
	 Myers Elem.	436	450	97%
	 Wyncote Elem.	523	525	100%
	 Elkins Park			
7 – 8	 Cedarbrook Middle	728	1,050	69%
9 – 12	 Cheltenham High	1,544	2,125	72%



670 Students

MODEL: EP CLOSED; 5TH TO ELEM; 6TH TO CEDARBROOK				
Grades		2022 –'23 Enrollment	Capacity	% full
K – 5	 Cheltenham Elem.	497	575	86%
	 Glenside Elem.	501	525	95%
	 Myers Elem.	371	450	82%
	 Wyncote Elem.	440	525	83%
	 Elkins Park			
6 – 8	 Cedarbrook Middle	1063	1050	99%
9 – 12	 Cheltenham High	1544	2125	72%



335 5th Graders
335 6th Graders

MODEL: EP CLOSED; 5TH TO ELEM; 6TH TO ENLARGED CEDARBROOK				
Grades		2022 –'23 Enrollment	Capacity	% full
K – 5	 Cheltenham Elem.	497	575	86%
	 Glenside Elem.	501	525	95%
	 Myers Elem.	371	450	82%
	 Wyncote Elem.	440	525	83%
	 Elkins Park			
6 – 8	 <i>*Expanded...</i> Cedarbrook Middle	1063	1,250	85%
9 – 12	 Cheltenham High	1,544	2,125	72%



335 5th Graders
335 6th Graders

The alternative alignment exercise demonstrated on the prior page was reviewed and evaluated with district stakeholders. After this process, three potential viable pathways were identified to address Elkins Park School. These are summarized here.

Pathway 1: Maintain Current Grade Structure

In this option, a complete new school is constructed to replace Elkins Park. This would result in a state-of-the-art, fully customized educational platform to support the district’s current and evolving program built without disruption to ongoing operations.

Build a new 5-6 Center \$80,900,000

Pathway 1: Proposed Grade Alignment	
	K – 4
	5 – 6
	7 – 8
	9 – 12

Pathway 2: K-5 Elementary; 6-8 Middle

Elkins Park School is closed and a grade realignment occurs with 5th grade shifted to the elementary level and 6th grade to the middle school. In order to accommodate the influx of students, this would entail additions at Cedarbrook Middle School and Glenside Elementary School.

Addition at Cedarbrook MS \$19,800,000
Addition at Glenside ES \$14,900,000

Pathway 2: Proposed Grade Alignment	
	K – 5
	6 – 8
	9 – 12

**Pathway 3: K-1 Learning Center;
2-5 Elementary; 6-8 Middle**

Elkins Park School is closed and a district-wide grade realignment occurs. A new K-1 Center is built to serve all district students and customized for early learning. Elementary schools serve grades 2–5. Cedarbrook Middle School is expanded to absorb 6th grade.

Addition at Cedarbrook MS \$19,800,000
Build a New K-1 Center \$53,000,000

Pathway 3: Proposed Grade Alignment	
	K – 1
	2 – 5
	6 – 8
	9 – 12

Built in 1958, the two-story Cheltenham High School building was enlarged with a new wing on the north side of the building in 2000. Select periodic renovations have been integrated at the school to address specific maintenance items or enhance educational spaces. While many spaces have not yet received upgrades, the overall spatial offerings and amenities are adequate to support the district’s high school program at this time.

However, significant immediate needs exist relative to building infrastructure and equipment. Most pressing is a full HVAC system replacement including the introduction of building-wide air conditioning and enhanced indoor air quality monitoring. Currently, and as demonstrated on the following page, only approximately 22% of the current building is air conditioned. This yields an uncomfortable and suboptimal learning environment during segments of the school year.

Building Stats

Age:	Built in 1958; Expanded in 2000
Size:	315,880 SF (two stories)
Grades:	9-12

Highlights of Identified Issues

Exterior Masonry – deteriorating masonry presents safety concerns

Roofing Systems – exceeded life expectancy and in very poor condition

Code Compliance – non-conforming conditions related to accessibility and life safety

Antiquated Building Infrastructure and Systems – mechanical, electrical, and plumbing systems require major upgrade/replacement including integration of building-wide air conditioning and enhanced air quality monitoring and management



Poor Floor and Wall Condition – the floor in many areas should be replaced and some masonry walls are experiencing cracking

Poor and Outdated Condition of Interior Equipment – casework, gym/athletic equipment, auditorium seats, library furniture, etc.

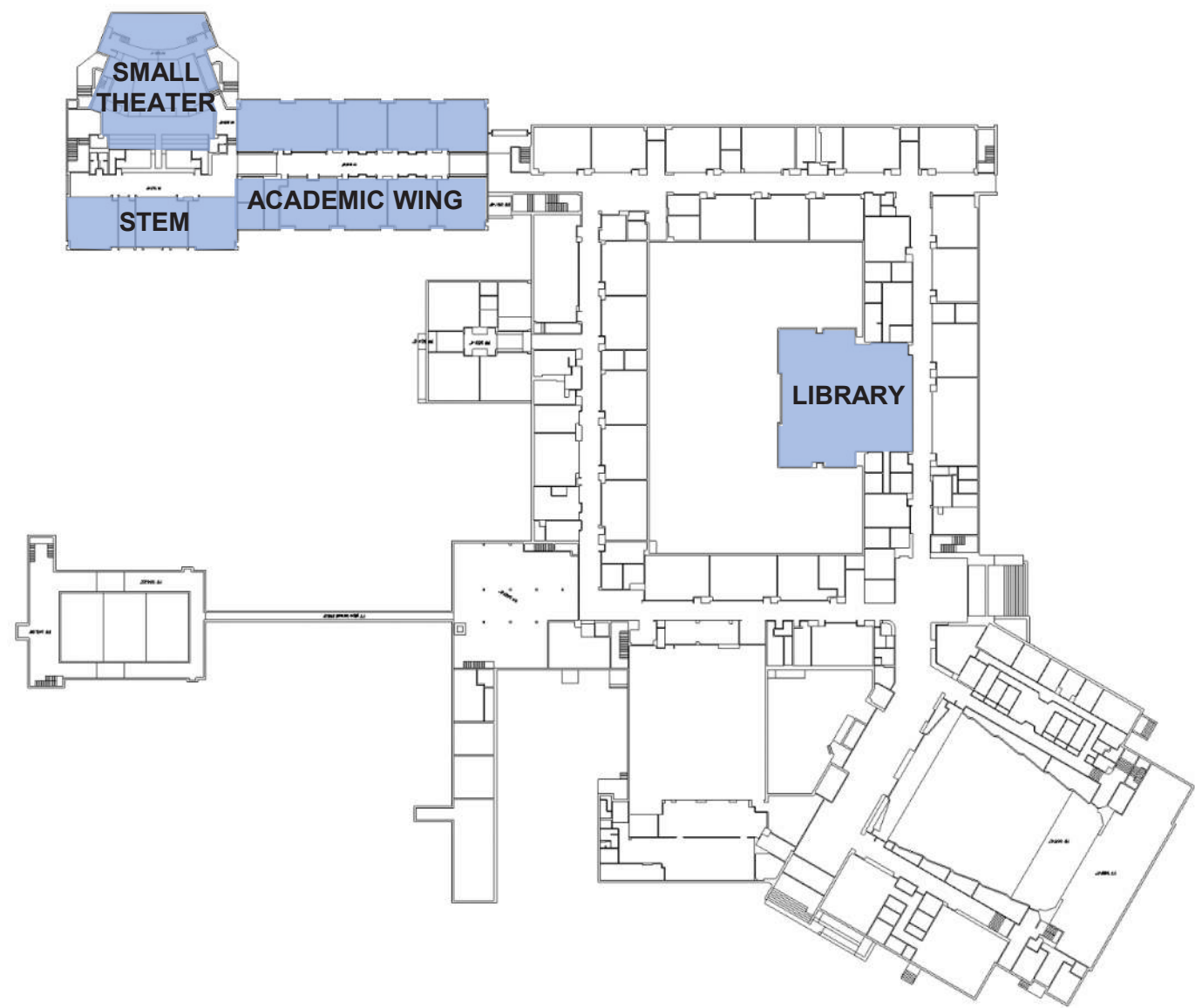
General Site Issues – poor paving, sidewalk, and curb conditions

Stormwater System – site stormwater and sanitary sewer systems in need of repair

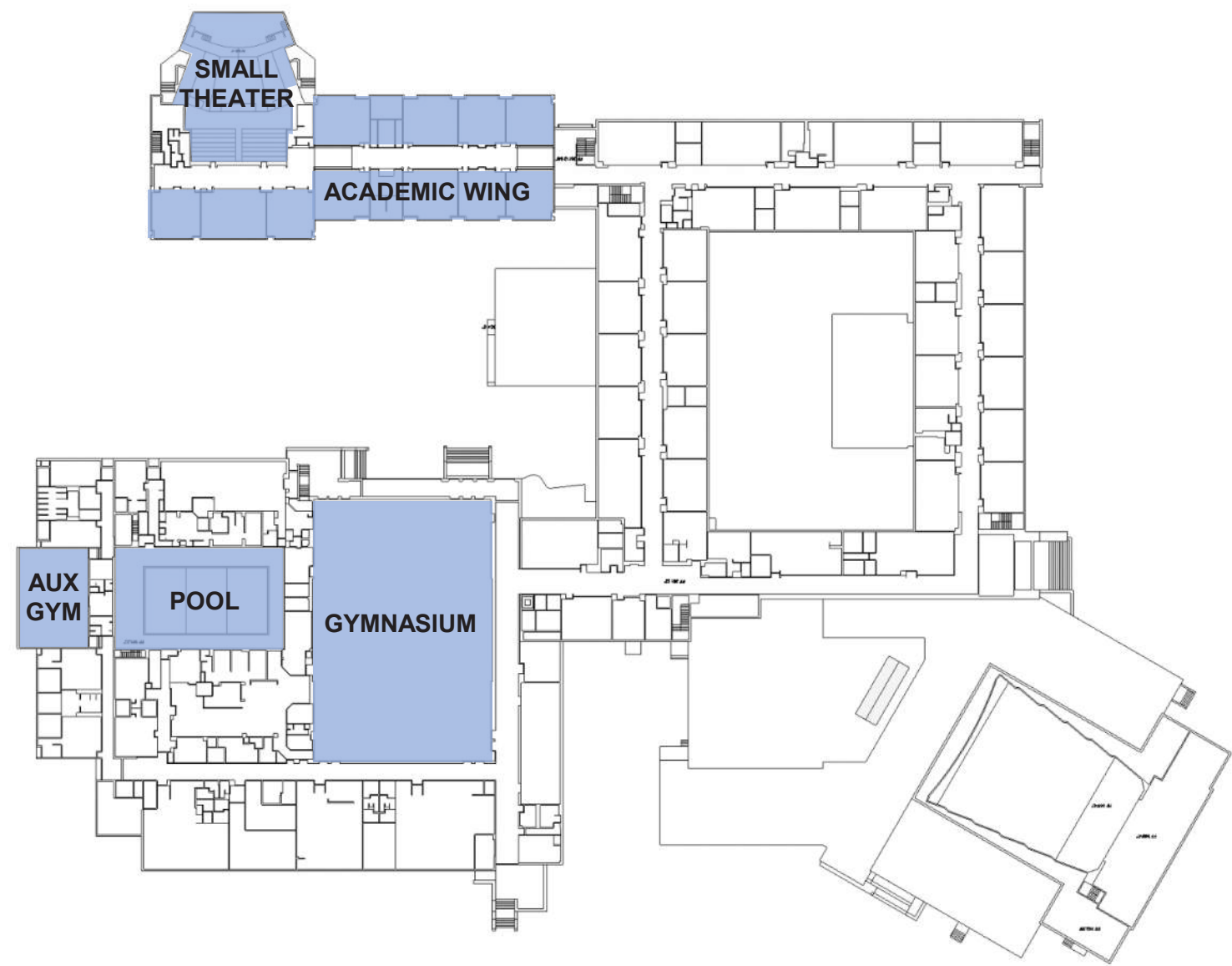


Identification of Currently Air Conditioned Areas at Cheltenham High School

The two floor plan diagrams identify the spaces in Cheltenham High School that currently have air conditioning. The air conditioned space totals 68,750 SF of the total 315,880 SF, or approximately 22%. As noted in the diagrams, the majority of classrooms are not air conditioned leading to suboptimal learning conditions during hot weather periods of the spring and fall.



Cheltenham High School First Floor Plan
Shaded Areas are Currently Air Conditioned



Cheltenham High School Second Floor Plan
Shaded Areas are Currently Air Conditioned

CHS Infrastructure Project Cost Estimate
In order to accomplish building-wide air conditioning, enhanced air quality monitoring and management, improved operability, and reduced energy consumption at Cheltenham High School, a full replacement of the existing HVAC system is recommended. Here is a conceptual budget planning range to accomplish this accounting for the potential to also integrate a fire suppression system and new LED lighting.

Cost Breakdown to Add Air Conditioning	
Mechanical	\$55/SF
Electrical	\$30-50/SF
General	\$15/SF
If a sprinkler system is required:	
Plumbing	\$9/SF
Total	\$100 – \$129/SF

Cost Summary to Add Air Conditioning	
\$25,000,000*	– \$32,000,000**
* Bare Minimum	
** Also Includes sprinkler system and LED lighting upgrade	

Originally constructed as a school in 1951 with an addition in 1954, this two-story facility serves as the home of the school district administration. This facility has considerable deficiencies related to maintenance needs, outdated building systems and infrastructure, and poor condition of interior environments. Programmatically, this building is considerably larger than needed to house its current function which leads to unnecessary costs related to building operations, conditioning, and maintenance.

Building Stats

Age:	Built in 1951; Expanded in 1954
Size:	38,340 SF (two stories)
Function:	Houses District Administration Offices

Highlights of Identified Issues

Exterior Masonry – deteriorating masonry presents safety concerns

Expired Roofing Systems – exceeded life expectancy and do not meet current energy requirements

Original Windows – single-pane windows are in disrepair and very inefficient

Code Compliance – widespread non-conforming conditions related to accessibility and life safety

Antiquated Building Infrastructure and Systems – mechanical, electrical, and plumbing systems require major upgrade/replacement

Interior Elements and Finishes – many interior elements including flooring, ceilings, casework, doors, and window shades are failing

General Site Issues – Poor paving, sidewalk, and curb conditions

Stormwater System – Site stormwater system in need of upgrade



During the evaluation of the district administration building, it was noted that it contains significant underutilized space. Hence, the architectural team conducted a programming study to identify the number and size of rooms that are existing contrasted with the number and size of rooms that are required to successfully conduct the district’s business and administrative operations.

The outcome of this exercise is depicted in the excerpts here. In summary, the required square footage was calculated to be 16,965 SF; this is less than half of the current building’s 38,340 SF. The baseline required total can be reduced further, to approximately 13,800 SF, if the board room was eliminated from the program and this function supported at another existing district assembly space.

Cheltenham School District Administration Building				
Program Analysis				
	CurrentN SF	Proposed NSF	Remarks	No. of staff
Office of the Superintendent (111)				
Superintendent Office	430	400		1
Administrative Assistant	185	150		1
Storage	100	100		0
Subtotal	715	650		2
Assistant Superintendent (110)				
Assistant Superintendent	400	250		1
Secretary	325	150		1
Copy/Storage	150	50		0
Subtotal	875	450		2
Office of Special Education (105)				
Supervisor of Spec Ed (Autistic Support)	400	250		1
Supervisor of Spec Ed (Primary)	230	250		1
Supervisor of Spec Ed (Secondary)	230	250		1
Storage	100	100		0
Subtotal	960	850		3
Director of Special Education (112)				
Director of Special Education	400	250		1
Secretary	225	150		1
Secretary	225	150		1
Storage	50	50		0
Subtotal	900	600		3
Department of Innovation (107)				
Director of S.T.E.M.	280	250		1
Supervisor of Gifted Ed & Prof Learning	210	250		1
Administrative Assistant	185	150		1
Office	185	150		1
Storage	0	50		0
Subtotal	860	850		4
Office of Education (108)				
Director of Secondary Education	400	250		1
Administrative Assistant	230	150		1
Data Systems Specialist	230	200		1
Storage	0	50		0
Subtotal	860	650		3

Cheltenham School District Administration Building				
Program Analysis				
	CurrentN SF	Proposed NSF	Remarks	No. of staff
Office of Student Services (109 & 100)				
Director of Student Services	280	250		1
Administrative Assistant to Director	210	150		1
Child Accounting Specialist	185	200		1
Office	185	150		1
Storage	0	50		0
Home and School Visitor (Elementary)	150	150		1
Home and School Visitor (Secondary)	150	150		1
Subtotal	1,160	1,100		6
Office of Communications & Development				
Director of Communications	290	250		1
Server Room	80	100		0
Subtotal	370	350		1
Director of Business Affairs (115)				
Director of Business Services	480	250		1
Administrative Assistant	360	150		1
Subtotal	840	400		2
Office of Business Services (121 & 123)				
Accounting Specialist	400	200		1
Accounts Payable Clerk	230	200		1
Office	230	150		1
Server Room	200	200		0
Storage	130	100		0
Assistant Director of Business Services	430	200		1
Payroll Specialist	215	200		1
Office	215	150		1
Storage	0	0		0
Subtotal	2,050	1,400		6
Human Resources (117)				
Director of Human Resources	400	250		1
Human Resources Specialist	230	200		1
Human Resources Coordinator	230	150		1
Storage	0	200	Many file cabinets in corridor	0
Subtotal	860	800		3
Transportation Department (124)				
Supervisor of Transportation	150	150	No Desk	1
Transportation Specialist	150	150	No Desk	1
Subtotal	300	300		2

Cheltenham School District Administration Building				
Program Analysis				
	CurrentN SF	Proposed NSF	Remarks	No. of staff
Office of Facilities & Maintenance (125)				
Director of Facilities & Maintenance	470	250		1
Assitstant Director of Facilities & Maintenance	190	200		1
Custodial Supervisor	190	150		1
Administrative Assistant	220	150		1
Storage	300	300		0
Subtotal	1,370	1,050		4
Director of Food Services (128)				
Director of Food Services	190	200		1
Assistant Director of Food Services	190	150		1
Storage	0	0		0
Subtotal	380	350		2
Board Room				
Board Room	2,950	2,000		0
Subtotal	2,950	2,000		0
Conference Room (119)				
Conference Room	745	500		0
Subtotal	745	500		0
Copy & Work Room (120)				
Copy & Work Room	730	300		0
Subtotal	730	300		0
Multi-Purpose / Meeting Room (102)				
Multi-Purpose Room	1,040	400		0
Storage	160	50		0
Subtotal	1,200	450		0
Innovation Lab (101)				
Innovation Lab	1,200		Empty- uncertain use of space	0
Storage	0			0
Subtotal	1,200			0
Building Maintenance				
Maintenance (126)	365			0
Senior HVAC Tech	915			0
Old Wood Shop Room	1775			0
Supplies	1,430			0
Subtotal	4485			0

Total Program Space	23,810	13,050
Gross Building Factor & Circulation (30%)		3,915
TOTAL	38,340	16,965
	Current GSF	Proposed GSF

Due to the significant maintenance and operational needs, as well as the unnecessarily large spatial condition, several options are presented to achieve an improved district administration office. These include conceptual level cost estimates to be used in budget planning.

Option 1: Renovate Existing DAO **\$12,700,000**

This option represents a renovation of the existing district administration building. This project would repair deficient building systems, replace infrastructure as needed, and provide a refreshed interior.

Option 2: Lease Office Space **Cost Varies**

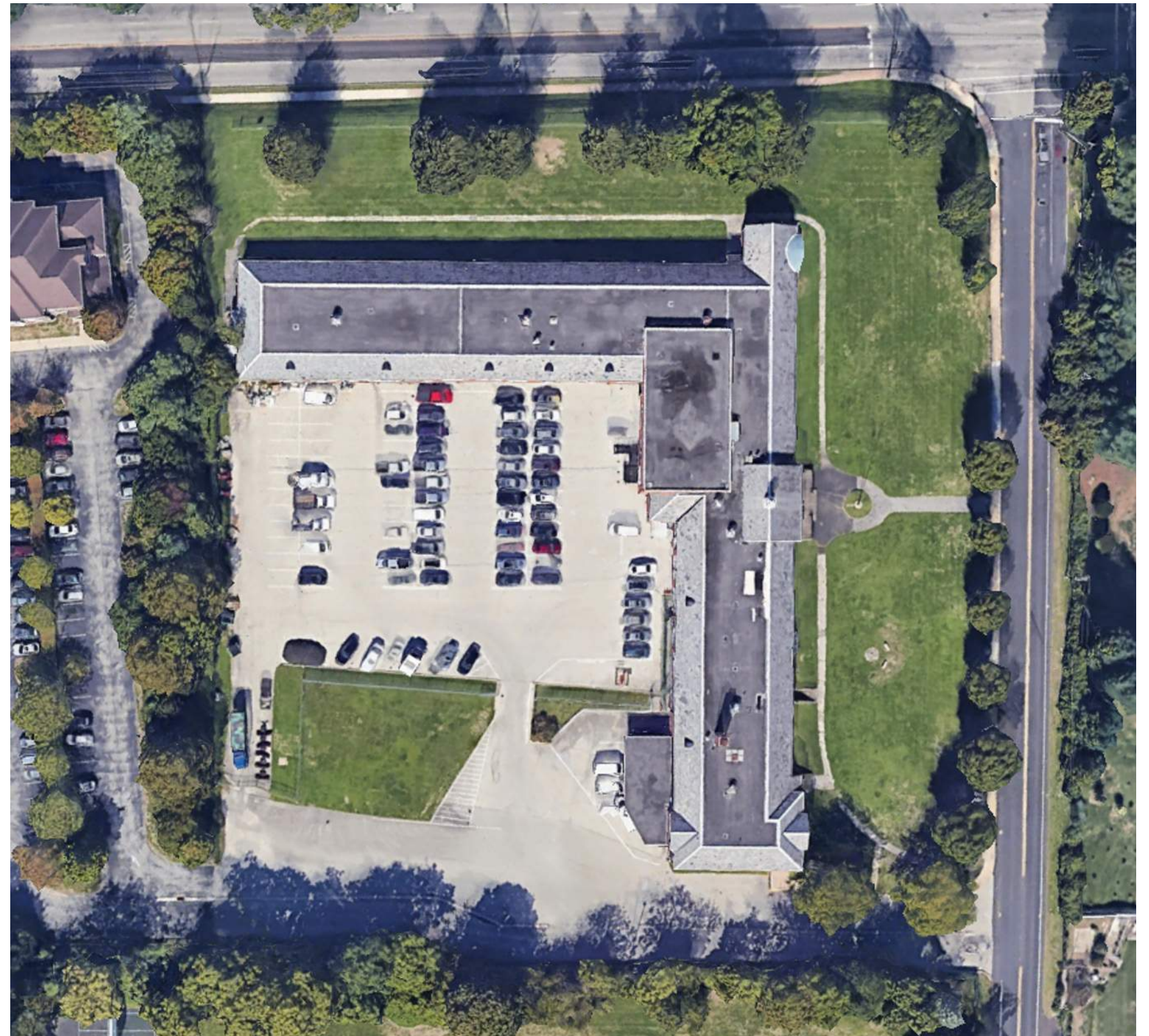
In this concept, the district would relocate to leased office space at a location to be determined. The merits of this option rely on the availability of space, current leasing rates, and operational and maintenance provisions in the lease.

Option 3: DAO to CHS plus STEM addition **\$15,200,000**

The existing shop classrooms at Cheltenham High School would be renovated and repurposed to serve as the new district offices, near existing facilities garages and remote from educational programming. This would also require the construction of a two-story STEM addition elsewhere at the high school providing new modern labs for the shop curriculum and other project-based instruction.

Option 4: DAO as Part of New School **\$6,400,000**

As detailed in the Elkins Park School section of this report, several potential long-term pathways include the construction of a new school such as an in-kind replacement for Elkins Park or the construction of a smaller Early Learning Center. If one of these options was pursued, a new district administration office component could be added to the program.



Aerial View of District Administration Building Site

Stadium Condition

As part of the initial study process, the KCBA team evaluated the existing stadium complex at Cheltenham High School and discerned that it presented significant maintenance issues and operational challenges. Some specific examples include poor condition of the grass field and running track, severely undersized grandstands, very few toilet rooms for spectators, and lack of a secure gated entry protocol.



Aerial View of Stadium

Underway Project

As of the date of this report, a team led by KCBA Architects has been engaged for a project to renovate the stadium complex, an effort currently in the documentation and permitting phase. In general the work includes:

- Installation of a new synthetic turf field in the location of the original grass field.
- Reconstruction of the synthetic track and expansion from 6 to 8 lanes.
- Replacement of home and visitor side bleachers; increase in the number of total seats to approximately 2,800.
- Construction of a new gatehouse facility containing a ticket booth, secure entry, bathrooms, and concessions.
- Installation of new site fencing and new walkways with pedestrian lighting.



KCBA Conceptual Sketch of Upgrades at Stadium Complex

The findings and options developed during this process were the result of a collaboration between Cheltenham School District and the KCBA team. During this process, the viability and implications of each potential option were evaluated against several baseline factors such as educational benefit, operational benefit, disruption during construction, and cost.

Recommendations

Based on this collaboration, and our team's understanding of the district's priorities and capital project funding capacity, we offer the following recommendations:

1. Build additions at Glenside Elementary School and Cedarbrook Middle School to enable the closure of Elkins Park School and a district-wide grade realignment to K-5, 6-8, and 9-12. This is the most cost effective method to address the condition challenges at Elkins Park School while maintaining optimal district-wide class sizes.
2. Implement an HVAC system replacement project at Cheltenham High School to achieve building-wide air conditioning, enhance operability, and reduce energy consumption.
3. Monitor enrollment and engage periodic demographics studies to allow proactive responses to student capacity fluctuations.

